Leadership

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Three types of leader – at least

Charismatic
Transactional
Transformational
Charismatic leaders

Demonstrate exceptional gifts
Provide radical solutions to crisis
Giftedness validated by continual success
Lots of charisma with more emphasis on self than on ideals
Transactional Leaders

Motivate by appealing to followers self-interest and rewards
Rewards are dependent on compliance, task completion, and achievement of set goals by carrot and stick
Have a ‘caretaker’ capacity with no vision or shared values
Define & direct followers actions command, coordinate, control
Transformational Leaders

‘Four I’s’
1. Individually considerate
2. Intellectually stimulating
3. Idealized influence
4. Inspirational

Bass and Avolio (1994)
Qualities of good leaders

1. Inspire a shared vision
2. Model the way
3. Challenge the process
4. Enable others to act
5. Encourage the heart

Kouzes and Posner (1996)
How leaders inspire a shared vision

- Create & encourage a vision of the future
- Desire to do things differently
- Inspire by articulating a common purpose
- Find out what others hopes and dreams are
- Create a vision shared and owned by team, group or organisation
Leaders model the way....... 

- Set examples doing what they say they will 
- Act with integrity 
- Never expect others to do what they wouldn’t 
- Plan and review work in progress 
- Take corrective action where necessary
Leaders challenge the process..........

- Encourage experimentation, new ideas, innovation and devolved decision-making
- Willing to take calculated risks
- Support followers when they make mistakes
- Mistakes are viewed as learning
Leaders enable others to act........

• Enlist support of others to achieve vision
• Work collaboratively and in partnership
• Build effective relationships
• Build strong teams
• Use delegation for development
Leaders encourage the heart..............

• Recognise that achieving any vision is tiring (and frustrating?)
• Maintain morale by celebrating success
• Recognise achievements
• Visibly value ‘followers’
• Give sincere praise
• Expect others will always perform well
References